

Original Article

Perception of transformational leadership, team cohesion, and team performance: A case study of guarantee trust bank

Gaura Ishaku Shedow¹, Anyanwu George²

¹Department of Management and Information Technology, Faculty of Management Science, Abubakar Tafawa Balewa University, Bauchi, Nigeria, ²Department of Education Foundation Programme, Faculty of Technology Education, Abubakar Tafawa Balewa University, Bauchi, Nigeria

ABSTRACT

The study is aimed at investigating “Perception of Transformational Leadership, Team Cohesion, and Team Performance: A Case Study of Guarantee Trust Bank.” Businesses around the world are constantly in search of the right leader who would take the organization to the next level of greatness and profitability. Leaders, in both private and public sectors, are expected to have a clear vision and most importantly able to manage and communicate effectively to all employees and citizenry. By acting as role models, they inspire employees to put the goal of the whole organization above self-interest. The Nigerian Banking industry has witnessed a series of leadership failures in recent times. These leadership failures have manifested in diverse ways such as cases of immoral and unethical banking practices, gratifications, high labor turnover, inability to meet basic required obligations, and incessant financial distress syndrome, other is corruption, poor corporate governance, and inside abuse which have led to many banks closing businesses and the lucky ones being merged and acquired. The objective of this study is to: 1 – determine the effect of idealized influence on team cohesion, 2 – assess the impact of intellectual stimulation on team cohesion, 3 – analyze the impact of individualized consideration on team cohesion, 4 – find out the effect of inspiration motivation on team cohesion, and 5 – examine the indirect effect of team cohesion between the dimension of a transformational leader and team performance. The study used quantitative research based on the cross-sectional survey method, with a population size of 360 banks, and out of these numbers in using 186 questionnaires were administered to the staff of Guarantee Trust Bank of which 179 were filled and returned. The method used multiple regressions, SPSS, Amos software with aids of structural equation modeling for analysis. The major finding of this study is team cohesion will mediate the relationship between the dimension of transformational leaders and team performance.

Keywords: Perception, transformational, leadership, cohesion, performance

Submitted: 02-09-2021, **Accepted:** 23-10-2021, **Published:** 30-12-2021

INTRODUCTION

Businesses around the world are constantly in search of the right leader who would take the organization to the next level of greatness and profitability. Leadership has a significant role in determining the future and fate of a business. Hence, the interest in understanding the nuances of various leadership styles and their impact on organizations has caught the attention of researchers over the past several decades. Leaders, in both private and public sectors, are expected to have a clear vision and most importantly able to manage and communicate effectively to all employees and citizenry. By acting as role

models, they inspire employees to put the goal of the whole organization above self-interest. They also stimulate employees to be more innovative, and they themselves take personal risks by delegating responsibilities and are not afraid to use unconventional (but always ethical) methods to achieve the collective vision. As such the demand for leaders who will change an organization is needed more than ever, to stand as change agents, organizations need transformational leaders who can motivate individuals working in teams.

Now, 30 years of research and a number of meta-analyses have shown that transformational and transactional leadership

Address for correspondence: G. Anyanwu, Foundation of Education, Abubakar Tafawa Balewa University, Bauchi State, Nigeria.
Email: georgetwingta@gmail.com

positively predicts a wide variety of performance outcomes including individual, group, and organizational level variables.^[1] The full range of leadership introduces four elements of transformational leadership; individualized consideration – the degree to which the leader attends to each follower’s needs, acts as a mentor or coach to the follower, and listens to the follower’s concerns and needs. The leader gives empathy and support, keeps communication open, and places challenges before the followers. This also encompasses the need for respect and celebrates the individual contribution that each follower can make to the team. The followers have a will and aspirations for self-development and have intrinsic motivation for their tasks.^[2] Intellectual stimulation, the degree to which the leader challenges assumptions, takes risks, and solicits followers’ ideas. Leaders with this style stimulate and encourage creativity in their followers. They nurture and develop people who think independently. For such a leader, learning is a value and unexpected situations are seen as opportunities to learn. The followers ask questions, think deeply about things and figure out better ways to execute their tasks.^[3] Inspirational motivation; the degree to which the leader articulates a vision that is appealing and inspiring to followers. Leaders with inspirational motivation challenge followers with high standards, communicate optimism about future goals, and provide meaning for the task at hand. Followers need to have a strong sense of purpose if they are to be motivated to act. Purpose and meaning provide the energy that drives a group forward. The visionary aspects of leadership are supported by communication skills that make the vision understandable, precise, powerful, and engaging. The followers are willing to invest more effort in their tasks, they are encouraged and optimistic about the future and believe in their abilities.^[3] Idealized influence; provides a role model for high ethical behavior, instills pride, and gains respect and trust. As a development tool, transformational leadership has spread already in all sectors of western societies, including governmental organizations.^[2]

The role of the leadership in the success or failure of any firm is undeniable and given the predominance of team-based structures in organizations, leaders are required “to lead and motivate not only individuals but also teams as a whole.”^[4] A transformational leader can do this by channeling their followers’ own self-interest for the good of the group, the organization, or the country, for example. Transformational leaders recognize current material and psychic needs in potential followers, they also go further to arouse and satisfy higher needs, to engage the follower as a whole person of the follower.^[5]

It has been argued that transformational leadership is the most researched leadership concept to date that is closely related to desired outcomes for individuals.^[6-8] Research analyzing the effects of transformational leadership at the individual as well as team levels is still scarce in Nigeria.

As teamwork involves performing tasks through joint work and interaction between individual members,^[9] transformational leadership has been found to have especially powerful effects on team performance.^[10,11] Yet, to date, little research has disentangled how transformational leaders enhance teamwork and how such leaders affect interaction among team members. Importantly, team performance is not simply the aggregation of the performances of individual team members; rather, it is significantly determined by the way team members interact and integrate their interdependent efforts and expertise.^[12] Thus, understanding the implication of transformational leadership on team interaction is important to unveil its impact in the team context.

Transformational leadership style is argued to be a useful way through which team performance can be affected. However, researchers have shown that teamwork is characterized by disagreements among team members,^[13] therefore, how a team manages such disagreements greatly affect team performance.^[14,15] Thus, the transformational leadership style can be a useful way of bringing about unity and cohesion among the team members, thereby improving the team performance. Team cohesion, therefore, allows teams that are highly cohesive to achieve more than teams that exhibit discontent, conflict, and disruption. Transformational leaders are seen as being competent and able to influence team cohesion and work environment in meaningful ways,^[16] and the development of team cohesion can have a positive impact on perceived performance and satisfaction with teams.

STATEMENT OF THE PROBLEM

The prime motive of many organizations is to achieve their stated objectives, hence the need to use leadership to effectively coordinate and motivate the workers. Unfortunately, some organizations do not take cognizance of the leadership style adopted by their managers.^[17] Leading teams bring several challenges, such as aligning individual goals with a shared mission, managing resources, establishing a positive climate of trust and support, and coordinating information transfer and task completion.^[18] As teams provide concerted and collaborative efforts to address complex task-related issues, organizations have substantially increased their dependency on teams. As the team comprises people from different backgrounds, effective leadership is needed to make teamwork coherent.

Although reliance on teams has increased substantially, researchers have not paid enough attention to understanding team development and effective team performance.^[8,19,20]

The Nigerian Banking industry has witnessed a series of leadership failures in recent times.^[21] These leadership

failures have manifested in diverse ways such as cases of immoral and unethical banking practices, gratifications, high labor turnover, inability to meet basic required obligations, and incessant financial distress syndrome, which has led to many banks closing businesses and the lucky ones being merged and acquired.^[17,22] In addition, it has been noted that the Nigerian Banking sector began the year 2017 on a negative note as banking stocks started the year with falling share prices.^[23] This is a result of a lack of leaders to raise the consciousness of staff in a period of uncertainty. As such, there is the need for transformational leadership in the banking sector to transform the sector.^[22] Before 2004, the Nigerian financial system was pointing to an inevitable collapse as a result of corruption, poor corporate governance with issues related to high turnover by the management and staff of the banks, and insider abuse. The sector reported the liquidation of some banks earlier in 1996 to which later the central bank consolidated or trimmed the number of banks to 25. In the Nigerian banking sector today, the story is not different from other corporate scandals around the world as the Central Bank of Nigeria recently announced the removal of five of the leaders of some banks and replaced them with a set of managerial teams.

While there are a lot of studies that have been conducted on the effects of leadership and transformational leadership in particular on organizational performance, there seem to be few studies that have attempted to link transformational leadership, team cohesion, and team performance.^[19,24] Although Claudia Peus, Silke Weisweiler, and Dieter Frey^[9] investigated the mediating role of trust in a team on transformational leadership and team performance, the effect of the individual dimension of transformational leadership was not clear, and team cohesion is not used to mediate transformational leadership and team performance. Therefore, this study intends to cover this gap.

OBJECTIVES OF THE STUDY

The general objective of this study is to examine the employees' perception of transformational leadership on team performance. To achieve this objective, the following specific objectives are formulated:

1. To determine the effect of idealized influence on team cohesion.
2. To assess the impact of intellectual stimulation on team cohesion.
3. To analyze the impact of individualized consideration on team cohesion.
4. To find out the effect of inspirational motivation on team cohesion.
5. To examine the indirect effect of team cohesion between the dimension of transformational leaders and team performance.

RESEARCH QUESTIONS/HYPOTHESIS

The following research questions will be used to guide this study:

1. What is the effect of idealized influence on team cohesion?
2. How does intellectual stimulation affect team cohesion?
3. To what extent does individualized consideration affect team cohesion?
4. What is the effect of inspirational motivation on team cohesion?
5. Does team cohesion mediate the relationship between the dimensions of transformational leaders and team performance?

The study will test the following hypothesis:

- H₁: Idealized influence of transformational leaders will have a positive relationship to team cohesion.
- H₂: There will be a positive relationship between intellectual stimulation and team cohesion.
- H₃: There will be a positive relationship between individualized consideration and team cohesion.
- H₄: Inspirational motivation has a positive effect on team cohesion.
- H₅: Team cohesion will mediate the relationship between the dimension of transformational leaders and team performance.

SIGNIFICANCE OF THE STUDY

This study will be of immense importance to theory and practice. The study will contribute to the ongoing discourse on the theory of transformational leadership and its impact on organizations. The study will also add to the existing body of literature on leadership and thus serve as reference material to future researchers who might wish to conduct further studies in this area. Finally, this study will be of great importance to a wide range of parties and stakeholders such as leaders in the private and public sectors. Majorly the banking industry will especially benefit from this study in the sense that valuable recommendations will be made on the practice of leadership style on the basis of the findings of this study. Similarly, recommendations will be valuable to leaders/administrators in the public sector.

PRESENTATION AND DATA ANALYSIS

This section presents the analysis of the data that were used to answer the research questions as well as test the research hypotheses of the study. The section begins with the profile information of the respondents of the study.

Table 1 presents the respondent's information and it can be seen that in terms of gender, 105 (60.9%) are male while 70 (39.1%) are female. Table 1 also provides the distribution

of the respondents in terms of the position they occupied in their respective banks. It can be seen that 11 (8.9%) of the respondents are in top management positions, 41 (33.3%) are middle management staff, while 71 (57.7%) belong to other positions apart from the first two mentioned.

In terms of years of working experience, Table 1 reveals that most of the respondents 51 (41.5%) and 45 (36.6%)

Table 1: Respondent’s information

Item	Frequency	Percentage
Gender		
Male	105	60.9
Female	70	39.1
Position		
25–35 years	11	8.9
36–45 years	41	33.3
46–55 years	71	57.7
Working experience (in years)		
1–3 years	23	18.7
4–6 years	45	36.6
7–12 years	51	41.5
More than 12 years	4	3.3

Information showing the frequency distribution of respondent’s to the questionnaire

had between 7–12 years and 4–6 years working experience, respectively. This was followed by those who had 1–3 years of experience represented by 23 (18.7%), and finally, those with more than 12 years working experience constituted 3.3% of the respondents only.

HYPOTHESIS TESTING

In this study, multiple regressions were used in testing the hypothesis of the study. The results of the full structural model with the effect of the dimensions of transformational leadership on team cohesion are presented in Figure 1 and Table 2. As well, the results for the test of the mediating effect of team cohesion on the relationship between transformational leadership dimensions and team performance are presented in Figure 1 and Table 2.

Hypothesis I: Idealized Influence of Transformational Leaders will have Positively Related to Team Cohesion

The output presented in Figure 1 and Table 2 shows the unstandardized β of 0.077; S.E. = 0.040, CR = 3.147, and $P = 0.002$. When idealized influence goes up by 1 standard deviation, team cohesion goes up by 0.077 standard deviations. The regression weight estimate, 0.077, has a standard error of about 0.040. The probability of getting a critical ratio as large as 3.147 in absolute value is <0.001 . Therefore, by having

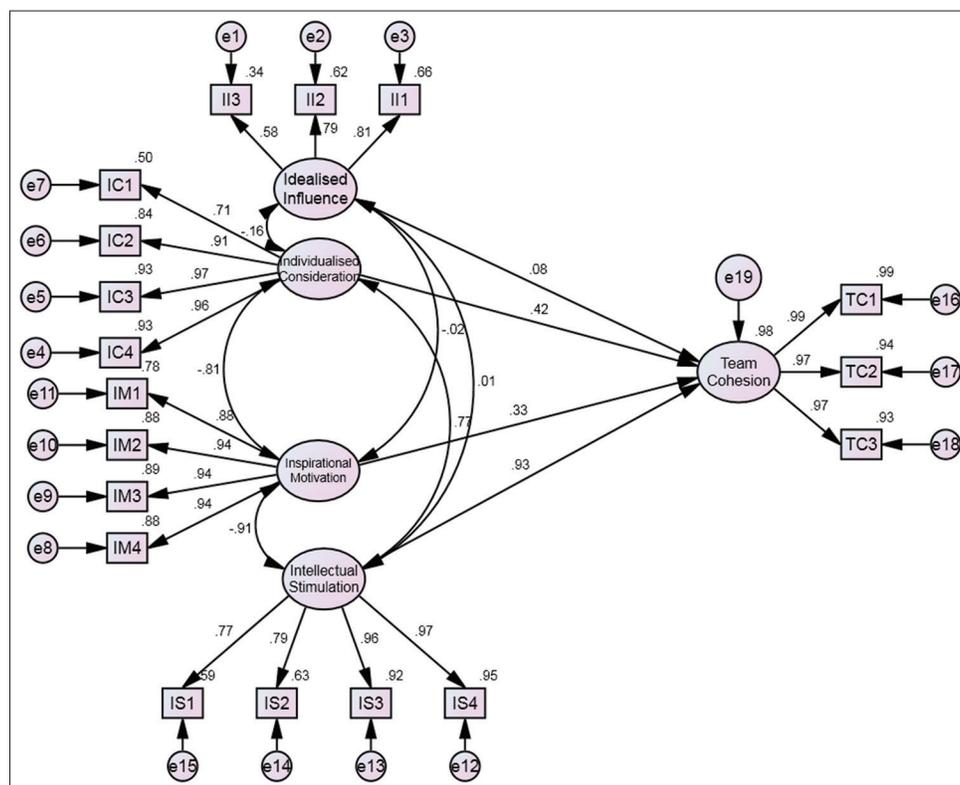


Figure 1: Transformational leadership dimensions and team cohesion

$P < 0.05$, the result reaches statistical significance. Hence, hypothesis 1 which postulated that idealized influence of transformational leaders will have positively related to team performance is supported. In other words, based on the outputs in Table 2, it can be concluded that idealized influence of transformational leaders is positively related to team cohesion.

Hypothesis II: There will be a Positive Relationship between Intellectual Stimulation and Team Cohesion

In testing hypothesis 2, the result presented in Table 2 and Figure 1 shows that there is a significant positive relationship between intellectual stimulation and team cohesion ($\beta = 0.934$, $P < 0.001$). When intellectual stimulation goes up by 1 standard deviation, team cohesion goes up by 0.934 standard deviations. The regression weight estimate, 0.934, has a standard error of about 0.067. The probability of getting a critical ratio as large as 14.587 in absolute value is <0.001 . In other words, the regression weight for intellectual stimulation in the prediction of team cohesion is significantly different from zero at the 0.001 level (two tailed). Thus, hypothesis 2 is supported which implies that a positive relationship exists between intellectual stimulation and team cohesion.

Hypothesis III: There will be a Positive Relationship between Individualized Consideration and Team Cohesion

Based on the results presented in Figure 1 and Table 2, the test of hypothesis 3 shows that there is a significant

relationship between individualized consideration and team cohesion ($\beta = 0.421$, $P < 0.001$). When individualized consideration goes up by 1 standard deviation, team cohesion goes up by 0.421 standard deviations. The regression weight estimate, 0.421, has a standard error of about 0.061. The probability of getting a critical ratio as large as 9.793 in absolute value is 0.001. In other words, the regression weight for individualized consideration in the prediction of team cohesion is significantly different from zero at the 0.001 level. It can be concluded that there is a positive and significant relationship between individualized consideration and team cohesion. Thus, hypothesis 3 is also supported.

Hypothesis IV: Inspirational Motivation has a Positive Effect on Team Cohesion

In testing hypothesis 4, reference is made to Figure 1 and Table 2, and the result shows that inspirational motivation has a significant positive effect on team cohesion ($\beta = 0.331$, $SE = 0.094$, $CR = 4.863$, $P < 0.001$). When inspirational motivation goes up by 1 standard deviation, team cohesion goes up by 0.331 standard deviations. The regression weight estimate, 0.331, has a standard error of about 0.094. The probability of getting a critical ratio as large as 4.863 in absolute value is <0.001 . In other words, the regression weight for inspirational motivation in the prediction of team cohesion is significantly different from zero at the 0.001 level (two tailed). Thus, it can be concluded that inspirational motivation has a positive and significant effect on team cohesion.

Table 2: Team cohesion

			Estimate	Std. Est.	S.E.	C.R.	P	Label
Team cohesion	<---	Idealized influence	0.127	0.077	0.040	3.147	0.002	Sig.
Team cohesion	<---	Individualized consideration	0.602	0.421	0.061	9.793	***	Sig.
Team cohesion	<---	Inspirational motivation	0.457	0.331	0.094	4.863	***	Sig.
Team cohesion	<---	Intellectual stimulation	0.973	0.934	0.067	14.587	***	Sig.

B: Standardized regression weight, S.E.: Standard error, C.R.: Critical ratio, P: Probability

Table 3: Path coefficients

			Estimate	Std. Est.	S.E.	C.R.	P	Label
Team cohesion	<---	Idealized influence	0.131	0.078	0.041	3.206	0.001	Sig.
Team Cohesion	<---	Individualized Consideration	0.605	0.423	0.062	9.813	***	Sig.
Team cohesion	<---	inspirational motivation	0.455	0.329	0.094	4.858	***	Sig.
Team cohesion	<---	Intellectual stimulation	0.969	0.931	0.067	14.548	***	Sig.
Team performance	<---	Idealized influence	-0.743	-0.863	0.113	-6.595	***	Sig.
Team performance	<---	Team cohesion	0.410	0.795	0.384	1.067	0.286	Not Sig.
Team performance	<---	Individualized consideration	-0.331	-0.449	0.263	-1.257	0.209	Not Sig.
Team performance	<---	Inspirational motivation	-0.046	-0.065	0.257	-0.180	0.857	Not Sig.
Team performance	<---	Intellectual stimulation	-0.254	-0.472	0.409	-0.620	0.535	Not Sig.

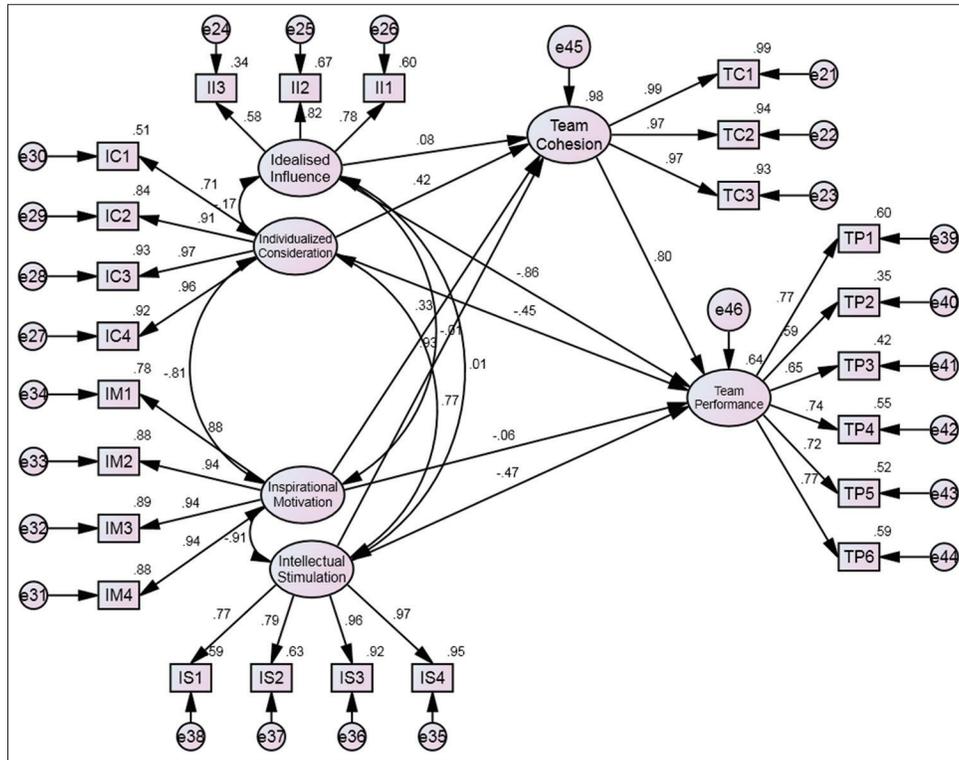


Figure 2: Structural model of path coefficients in team cohesion and team performance

Hypothesis V: Team Cohesion will Mediate the Relationship between the Dimension of Transformational Leaders and Team Performance

The test for the mediation effect of team cohesion on the relationship between transformational leadership dimensions and team performance is presented in Table 3.

The test of hypothesis 5 of the second model is used to determine whether there is mediation or not. The direct part of idealized influence and team performance in Table 4 is -0.863 . To determine the indirect path coefficient, we multiply the direct part of idealized influence and team cohesion which is 0.078 , and the direct part of team cohesion to team performance which is 0.795 , as follows $0.078 \times 0.795 = 0.062$. Since the indirect effect of 0.062 is greater than the direct part of -0.0863 , it shows that team cohesion fully mediates the relationship between idealized influence and team performance.

In addition, the mediating effect of team cohesion on the relationship between individualized consideration and team cohesion was also tested. Based on the output presented in Figure 2 and Table 4, it can be seen that the direct part of individualized consideration and team performance is -0.449 . As combined, the direct part of individualized consideration and team cohesion is 0.423 , and the direct part of team cohesion to team performance is 0.795 . Therefore the indirect part of the mediating variable (team cohesion) is calculated as $0.423 \times 0.795 = 0.336$, which is greater than the direct part of -0.449 .

Table 4: Indirect effects

Indirect paths	Stage 1 effect	Stage 2 effect	indirect effect	direct path	Mediate or not
II>TC>TP	0.078	0.795	0.062	-0.863	Yes
IC>TC>TP	0.423	0.795	0.336	-0.449	Yes
IM>TC>TP	0.329	0.795	0.262	-0.065	Yes
IS>TC>TP	0.931	0.795	0.740	-0.472	Yes

This shows that team cohesion mediates the relationship between individualized consideration and team performance.

Similarly, Table 4 shows that the indirect effect of inspirational motivation (i.e., 0.262) and intellectual stimulation (i.e., 0.740) on team performance is greater than their direct effects of -0.065 and -0.472 , respectively. Thus, it can also be concluded that team cohesion also mediates the relationship between the two dimensions of transformational leadership (i.e., inspirational motivation and intellectual stimulation) and team performance.

Based on Figure 2 and Table 3, it is concluded that team cohesion has a full mediating effect between the dimensions of transformational leadership and team cohesion since after including the team cohesion, the relationships become insignificant.

CONCLUSION

This research presented an empirical study that examined the Perception of Transformational Leadership, Team Cohesion, and Team Performance in the Banking Sector. Using 186 staff of GTB' Kaduna to support the questionnaire for smooth data analysis and result. Multiple regressions and Amos software were used with the aid of structural equation modeling to perform hypothesis tests. The findings indicated that (1) idealized influence of transformational leaders will have a positive effect on team cohesion, (2) there will be a positive relationship between intellectual stimulation and team cohesion, (3) there will be a positive relationship between individualized consideration and team cohesion, (4) inspirational motivation has a positive effect on team cohesion, and (5) team cohesion will mediate the relationship between the dimension of transformational leaders and team performance.

We demonstrated that transformational leadership enhances team cohesion and team performance at individual and team levels of analysis, obviously, this study contributed to a better understanding of conditions under which transformational leadership is more effective. The current financial crisis is affecting the economy of numerous countries all over the world, in many aspects of everyday life and work. The banking sector has gone through a lot of changes in terms of hierarchy and function, which affected its team cohesion and external policies. For this reason, several studies have been carried out to investigate the relationship between organizational culture, leadership, and team performance among bank employees.

Team cohesion looks at emotional condition, leaders pay high attention to their followers' individual needs and encourage their personal development, along with the achievement of their working group's goals. Research results have shown that an organized employee, like warmth among employees, unit, respect, and rapport between employees and superiors, can be significantly predicted to improve team performance. Transformational leadership would help banks and other companies to develop strong team cohesion as such help in achieving the outcomes, improved customer retention, sales growth, and profitability.

RECOMMENDATIONS

The following recommendations are made based on the findings of this study:

1. Managers should engage in collective mission with their employees, instill boldness in followers, and display a sense of power and confidence to influence individual performance in the bank's operation.
2. Leaders and teams should place the necessary attention on professional skills to enhance corporate intelligence and thereby contribute to the performance of banking activities.

They should focus on rethinking the way things are done in a new way and reexamine some basic assumptions about the work.

3. Leaders should emphasize time coaching, teaching followers, and strengths they carrier develop that will improve individual performance, thereby adding value to banking performance.
4. A manager should encourage team spirit, general enthusiasm, and talk about what needs to be accomplished; express confidence that goals will be achieved, and inspire employee morale for better performance.
5. A manager should value his team members and they are committed to ensuring performance. Managers should also focus on rapid revenue growth, build good relationships with the employee, and good reputation in the local region to ensure team cohesion and performance are effective in the banks and, in turn, create a positive performance.

IMPLICATIONS

The findings contributed to the effectiveness of transformational leadership and team cohesion and team performance. A notable finding is that transformational leadership and team cohesion have a positive impact on team performance, results show that transformational leadership and team cohesion are a determinant of team performance in the banks. In addition, team performance is affected by both variables. This work clearly demonstrates the essential role of team performance and team cohesion in aligned team performance. The Nigeria banking industry is more likely to become effective in the market when it makes incessant efforts to grasp new ideas by seeking new opportunities to satisfy customers.

Our findings also confirm that transformational leaders may boost in bank industry by promoting a team's cooperative approach to conflict that, in turn, fosters the belief among team members that they can persevere and overcome problems to perform effectively in the future, the find is similar to the work of Tyosvold.^[15] In addition to strengthening theoretical understanding, support for the hypotheses can have important practical implications for developing leadership and team performance. We noted that transformational leaders develop collective interests and cooperative team goals and stimulate open-minded discussion.

Managers should encourage team members to develop a common identity, common tasks, integrated roles, personal relationships, idealized influence, individualized consideration, inspirational motivation, intellectual stimulation, team cohesion, and performance that share interest to the bank, the finding it similar with.^[25] Teams can, for example, identify specific improvement projects as common tasks, assign each team member a complementary role, share the benefits as they make progress, and celebrate together to get to know each other better. Transformational leaders can also help team

members understand the potential value of managing conflict cooperatively and help them develop relevant skills to discuss their views open-mindedly. The previous research provides guidance for developing cooperative conflict skills.^[25]

Team members are trained to express their ideas, positions, and feelings directly without accusations. They should stop defending their own views long enough to ask each other for more information and arguments. They put themselves in each other's shoes and see the problem from different perspectives. Managers should encourage team cohesion to combine the best ideas to create new solutions for the banking industry. They agree on the solution that is most effective for all and implement it. Managers should encourage team members to recognize that they should use their conflicts to promote effective coordinated effort and integrated solutions that, in turn, help their team perform high.

In the banking sector, transformational leadership has proven to be quite appropriate and effective, having a positive influence on several aspects, such as employees' performance, team cohesion, and team performance. Finally, transformational leadership is most common in western-type societies and is considered to affect the employees' motivation, vision, and empowerment as well as the banks' total function and well-being. However, the reciprocal relation between transformational leadership and team cohesion in the banking sector should be investigated more extensively, in bigger scale studies, for the formation of interesting results.

REFERENCES

1. Bass BM. Bass and Stogdill's Handbook of Leadership: Theory Research and Managerial Applications. 3rd ed. New York: Free Press; 1990.
2. Bass BM, Avolio BJ. Transformational leadership: A response to critiques. In: Chemers MM, Ayman R, editors. Leadership Theory and Research: Perspectives and Directions. San Diego, CA: Academic Press; 1993. p. 49-80.
3. Limsila K, Ogunlana SO. Performance, and leadership outcome correlates of leadership styles and subordinate commitment. *Eng Construct Architect Manage* 2008;15:164-84.
4. Chen AS, Bian MD, Hou YH. Impact of transformational leadership on subordinate's EI and work performance. *Personnel Rev* 2015;44:438-53.
5. Mhatre KH, Riggio RE. Charismatic and transformational leadership: Past, present, and future. In: *The Oxford Handbook of Leadership and Organizations*. Oxford: Oxford University Press; 2014. p. 221-40.
6. Liu J, Siu OL, Shi K. Transformational leadership and employee well-being: The mediating role of trust in the leader and self-efficacy. *Appl Psychol* 2010;59:454-79.
7. Schaubroeck J, Lam SS, Peng AC. Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *J Appl Psychol* 2011;96:863-71.
8. Peus C, Kerschreiter R, Frey D, Traut-Mattausch E. What is the value? Economic effects of ethically-oriented leadership. *Zeitschrift Psychol* 2010;218:198-212.
9. Sundstrom E, De Meuse KP, Futrell D. Work teams: Applications and effectiveness. *Am Psychol* 1990;45:120-33.
10. Dionne SD, Yammarino FJ, Atwater LE, Spangler WD. Transformational leadership and team performance. *J Organ Change Manage* 2004;17:177-93.
11. DeGroot T, Kiker DS, Cross TC. A meta-analysis to review organizational outcomes related to charismatic leadership. *Can J Adm Sci* 2000;17:356-71.
12. Pearsall MJ, Ellis AP. The effects of critical team member assertiveness on team performance and satisfaction. *J Manage* 2006;32:575-94.
13. Jehn K, Bendersky C. Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Res Organ Behav* 2003;24:187-242.
14. De Dreu C. Cooperative outcome interdependence, task reflexivity, and team effectiveness: A motivated information processing perspective. *J Appl Psychol* 2007;92:628-38.
15. Tyosvold D. The conflict-positive organization: It depends upon us. *J Organ Behav* 2008;29:19-28.
16. Sigler TH, Pearson CM. Creating an empowering culture: Examining the relationship between organizational culture and perceptions of empowerment. *J Qual Manage* 2000;5:27-52.
17. Ojokuku RM, Odetayo TA, Sajuyigbe AS. Impact of leadership style on organization performance. *Am J Bus Manage* 2012;1:202-7.
18. Zaccaro SJ, Klimoski RJ. The nature of organizational leadership: An introduction. In: Zaccaro SJ, Klimoski RJ, editors. *The Nature of Organizational Leadership: Understanding the Performance Imperatives Confronting Today's Leaders*. San Francisco, CA: Jossey-Bass; 2002. p. 3-41.
19. Rao AS, Abdul WK. Impact of transformational leadership on team performance: An empirical study in UAE. *Meas Bus Excell* 2015;19:64.
20. Stout RJ, Salas E, Fowlkes JE. Enhancing teamwork in complex environments through team training. *J Group Psychother Psychodrama Soc* 1997;49:163-87.
21. Ogbor J. Transformational Leadership in the Banking System. *The Guardian*. Available from: <https://www.guardian.ng/opinion/outlook/transformational-leadership-in-the-banking-system/.2009> [Last accessed on 2017 Apr 24].
22. Fasola OS, Adeyemi MA, Olowe FT. Exploring the relationship between transformational, transactional leadership style and organizational commitment among Nigerian banks employees. *Int J Acad Res Econ Manage Sci* 2013;2:96-107.
23. Itsibor M. 7 Banks May Seek Merger over Worsening Liquidity. *Leadership Newspaper*. Available from: <http://www.leadership.ng/news/567632/2017-7-banks-may-see-merger-over-worsening-liquidity> [Last accessed on 2017 Apr 23].
24. Brandt T, Laitinen EK, Laitinen T. The effect of transformational leadership on the profitability of Finnish firms. *Int J Organ Anal* 2016;24:1-46.
25. Zhang X, Cao Q, Tjosvold D. Linking transformational leadership, and team performance: A conflict management approach. *J Manage Stud* 2011;48:1586-611.



This work is licensed under a Creative Commons Attribution Non-Commercial 4.0 International License.